

*Newark
Housing Authority
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"Building Quality In Housing Through Partnership"

Newark shows off its public housing

More attention paid to architecture, space

By Reginald Roberts

STAR-LEDGER STAFF

Homes that Newark Housing Authority officials boast will be bigger and better than any of the city's existing public housing, and much of its private stock, are going up in the Central Ward.

Agency and city officials held a groundbreaking ceremony Thursday at 12th Street and 15th Avenue, where 21 of the proposed 100 townhouses are to be built.

An artist's rendering depicted structures with steel-beam supports, large bedrooms and brick facades. A community center is to be built as part of the \$10.7 million development project.

NHA Executive Director Harold Lucas said the townhouses, being constructed blocks from where he grew up, will be "some of the most beautiful housing in the city."

"It doesn't look like public housing. It looks like the Hovnanian stuff," said Lucas, referring to Hovnanian Enterprise Inc. of Red Bank, which erected the Society Hill private housing development in the Central Ward.

Unlike most of the 753 town-



The Newark Housing Authority holds a groundbreaking ceremony for a 100-unit townhouse development. The units, shown in this artist's sketch, will feature more space and more attractive designs.

PHOTO BY TOM BLAKE

houses built by the NHA the last four years, the units will not be of modular or prefabricated construction, said Robert Kerns of Evergreen & Bear Inc., the general contractor on the project.

Joseph Bianco, director of development at the housing authority, said the most striking difference is that the new homes will have "more architecture treatment." He translated that to mean more bricks, more varied roof angles and more distinguished designs.

Three alternating color schemes

are to be used for the roofing, siding and brickfaces, he said, with a third of the units having full, two-story brick facades.

For tenants, the most important changes will be indoors. Three-bedroom homes will have 100 more square feet of space than existing townhouses, while four-bedroom units will feature an additional 200 square feet, Bianco said.

Under guidelines of the U.S. Department of Housing and Urban Development, a townhouse could be no more than 1,000 square feet, regard-

less of the number of bedrooms. Bianco said NHA officials were able to persuade HUD to permit larger units.

The townhouses, to be built on 13 scattered sites in the ward, will be 1,100 square feet. Future units will be 1,200 square feet and larger, Bianco said. Each unit will have a full-size washer and dryer.

Mayor Sharpe James lauded the progress of the housing authority, saying it has emerged from being a grade "F" agency to an "A" agency.

"People like these townhouses so much they think they're for sale. They want to buy them," he said.

Newark breaks ground on bigger, better housing

Residents rewarded with more room

By Reginald Roberts

STAR-LEDGER STAFF

Newark Housing Authority officials used the groundbreaking of a town house development project to introduce a new wave of housing they say affords city residents greater living space and opportunity.

The units will feature bedrooms significantly larger than previously permitted in public housing, and at least 30 percent of the workforce at the complexes will be city or public housing residents, officials said.

While groundbreakings spawned by a shift in public housing from high-rises to town houses occur so frequently they have become routine, NHA Executive Director Harold Lucas said the variables introduced at the site in the South Broad Valley Area is plenty reason to celebrate.

He projected there will be at least 25 more groundbreakings before the housing authority reaches its goal of building a total 2,500 town houses before the end of the century.

"This is like a brand new celebration," Lucas said before a gathering of city and state officials and congressional staffers. "This is a reminder of the progress we've made."

Lucas said the agency has reached 40 percent of its goal of 2,500 housing unit.

"And we got there in 36 months," he added. According to officials, more than 1,800 town houses have been built at sites scattered throughout the city since 1993.

Yesterday's groundbreaking took place in an area that, while mostly in the East Ward, includes parts of the South and Central wards.

Foundations already have been laid for several units at a site on Brunswick Street. A few blocks away stand the shells of another 30 units.

The \$10 million South Broad Valley project eventually will include 94 units and is scheduled for completion by November.

Doris Crank, one of two tenant representatives on the housing authority board, said the project is the first to use HUD's Section 3 program that allows for the employment of public housing tenants.

"And this will be a requirement for all future projects," she said.

The project also marks a major change in the design of the town houses, which has featured a light-colored aluminum siding with a brick base.

Lucas said future town houses will have more brick, and more room.

"We're moving toward the Hovnanian look," he said, referring to the Red Bank-based housing developer, K. Hovnanian Enterprises.

The company built Society Hill town houses in the Central Ward.

Building larger public housing

town houses required some persuasion, Lucas said. He explained HUD waived its guidelines to allow the agency to exceed federal room-size restrictions.

"We can, for the same price, build town houses that are 20 percent larger," Lucas said.

Tenants have complained that the bedrooms are too small.

Cheering the new development was Mayor Sharpe James, who termed the ceremony a homecoming.

"This is my neighborhood," he said, noting that he lived in the area until he married 30 years ago.

"We have housing for poor people,

but not poor housing," the mayor said in praise of an agency he has been closely aligned with since Lucas left his administration to take control of a then-troubled agency that was on the brink of a federal takeover.

In a housing-starved city, the agency has managed to build public housing on scattered sites without the organized opposition that often flares.

James credited the quality of construction for the general acceptance of the town houses.

"This is some of the best housing being built in the city," he said. "It is raising the property values of neighborhoods."

Opinion

TUESDAY, DECEMBER 9, 1997

Performing better

In Newark, progress is often slow and wrenching, and it sometimes seems as if the possibility of improvement is a political pipe dream.

But there are signs that things are changing for the better, and when there's movement in the right direction, we should pause and take note.

The Newark Housing Authority once was considered one of the nation's most notorious public housing agencies, with a host of problems that epitomized what was wrong with the program and, to some degree, with the city.

No more. The authority is now on the federal government's A-list as an agency that is performing admirably.

The U.S. Department of Housing and Urban Development, which oversees the public housing program, called the Newark authority one of the higher-performing authorities in the state. Citing "commitment and hard work," HUD said the agency has come a long way in the last few years.

As recently as 1993, the Newark authority had never passed one of the federal ratings. It had repeatedly received failing grades for as long as HUD had rated public housing agencies.

But things have turned around. For the fiscal year ending in March, the authority received a 91 under the public housing management program. Agencies that score 90 or more are designated high performers — a sea change from the rating the Newark authority usually earned.

The authority earned an A in modernization for the third consecutive year and also got top marks in tracking and reporting crime, screening applicants and enforcement of leases. In addition, it got an A for its economic uplift, self-improvement and resident management programs.

It rated only a C in filling vacancies, a problem the agency is still grappling with. Director Harold Lucas said one reason for failure to achieve 100 percent occupancy is that many apartments need substantial renovation.

But there are enough good signs to warrant confidence. The authority is simultaneously completing a townhouse construction program and the demolition of high-rises. By the end of next year, all of its family high-rises — those unmanageable eyesores — will be gone.

There are still areas in which improvements can be made, but the authority deserves praise for changing its image — and the city's. Let's hope the agency continues to meet the changing needs in public housing.



NEWSLETTER

"Building Quality in Housing Through Partnership"

Vol 4, No. 1

"HIGH PERFORMER"

NHA SCORES 91 ON PHMAP!!

Honor Roll. Dean's List. Magna Cum Laude. Summa Cum Laude.

Whatever you wish to call it, the Newark Housing Authority (NHA) scored a 91 on the Public Housing Management Assessment Program (PHMAP) report of the U.S. Department of Housing Urban Development (HUD) for the fiscal year ending March 1997, and is now designated "a high performer" by HUD. The NHA received the news in a letter to NHA Chairperson Doris McCray Crank from Carmen Volenti, HUD's New Jersey director, office of public housing.

Moreover, the NHA scored 100 percent on the modernization component of the PHMAP, and is also designated as "a mod-high performer." It makes the third consecutive year that our Modernization Department (MOD) has received a perfect score.

"The NHA is congratulated on achieving the status of high performer," wrote Mr. Volenti, adding that "a housing authority designated a high performer will be afforded incentives in several program areas as well as be relieved of specific HUD requirements."

Commenting on the NHA's unprecedented score, Ms. Crank said:

"Executive Director Harold Lucas and his staff are to be commended for this extraordinary achievement. It must be

emphasized that before Mr. Lucas became the Executive Director five years ago, the NHA had never passed PHMAP and was constantly singled out as a 'troubled' housing authority.

"So to receive this score and now be known as a high performing housing authority is remarkable. It makes all of us quite proud."

Mr. Lucas credited the persistence of Assistant Executive Directors Johnson Abraham and Robert Graham in helping to achieve the 91 score.

"The AED's strongly monitored their respective staffs to insure that the requisite work was being done correctly," said Lucas.

"They did their due diligence and our directors, managers and supervisors followed suit to get the work done. I want to thank all the NHA employees for doing their jobs and helping us become a high performing housing authority," he continued.

"You should know that the NHA has evolved from an agency of ridicule to become one of the most highly respected public housing authorities in the country."

"Now with our 91 score and new designation, rest assured that our reputation will be even higher on the image meter."

"We can hold our heads high and be proud of what we have accomplished," concluded Lucas.



Robert Graham, Assistant Executive Director



Donald Moore, Director of Modernization



Johnson Abraham, Assistant Executive Director

From the Executive Director



Among the various pictures and stories elsewhere in this newsletter you will see a photo of Jerome Greco, of First Union Bank, presenting me with a \$202,600 check for the NHA's Scholarship Foundation, as well as a shot of our most recent scholarship recipients.

You also will see a photo from the Ms. Essex County Housing Authority Pageant, which was an extraordinary

experience and one of the most memorable events I have ever been a part of. Nearly six months of dedication and commitment — of following the rules of punctuality, attendance, behavior, participation, and community service — culminated in a final program where the production values were outstanding, superbly organized and magnificently performed by the 21 finalists from Newark, East Orange, Orange and Irvington housing authorities.

Our scholarship program and events like the pageant are not just showcases for the talent of our young housing residents, but demonstrate what positive experiences, combined with genuine nurturing and caring, can produce.

First Union Bank's generous contribution to the NHA scholarship program represents its commitment to our resident students. Not only will the contribution positively impact the scholarship foundation's endowment, but also the lives and futures of our young residents.

The Newark Housing Authority (NHA) Scholarship Foundation is the first such organization established by a public housing authority in New Jersey. Since its founding in 1988, the NHA has afforded 144 young people who live in our complexes the opportunity to pursue higher education and achieve their career goals. This endeavor is made possible by the generous support of NHA employees with some corporate assistance.

The \$202,600 from First Union will go a long way toward making sure that people like Teneya Hamison, an Oscar Miles Village resident and one of Central High School's outstanding seniors, get a decent shot at higher education.

We do a lot of things here at the Housing Authority, including maintaining safe, decent and affordable housing. But it's more than bricks and mortar and cleaning up common areas. It's also about our young people like Teneya. They are our infrastructure and our future.

As Mr. Greco, in presenting the check on behalf of Anthony P. Terracciano, president of First Union Corporation, stated:

"Education is a huge priority. We have to invest in our young people and this (donation) represents an investment in the community."

So true. The return on this investment is incalculable, beyond any rate Wall Street could ever imagine. The children are our future and they will lead the way if supported and taught well.

Han



Jerome Greco, executive vice president of First Union Bank, presents NHA Executive Director Harold Lucas with a check for \$202,600 which will be donated to the NHA Scholarship Foundation to benefit students like Teneya Hamison (left), a senior of Central High School with a 3.7 grade point average, who has aspirations of pursuing higher education at Spelman College.

This newsletter is published under the auspices of the Newark Housing Authority.

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GROUNDBREAKING TO COMPLETION IN SEVEN MONTHS



When the ground-breaking picture of Executive Director Harold Lucas, Mayor Sharpe James, Newark Housing Authority Board Chairman Rolando Velazquez and Councilman Donald Tucker was taken at the end of January, launching the construction of 94 new townhouses in the city's east ward, it took the NHA only seven months to complete and close on the first 31 units depicted here. Another 31 units were completed and closed on in late October.

Mayor James applauded the NHA for "bringing about a housing renaissance and changing our neighborhoods," adding, "we're transforming one of Newark's oldest neighborhoods and building low-income housing, but never poor housing. This new housing looks like market-rate housing and it gives dignity and pride to the residents."



NHA IMPLODES LAST OF SCUDDER HOMES



NHA Executive Director Harold Lucas (2nd from left), NHA Chairperson Doris McCray Crank, NHA Commissioners Gloria L. Cornwright and Ida Clark and Councilman George Branch prepare to push the plunger to collapse the two remaining buildings of Scudder Homes.

The year was 1963 and involved 1,428 families who resided in seven 13-story buildings spread across several acres in the Central Ward. That's when the storied history of Scudder Homes began. Nearly 34 years and two remaining towering buildings later, as well as a newly-constructed complex where former Scudder Homes residents now call home, the Newark Housing Authority (NHA) resumed its program of changing the face of public housing in Newark by razing the towering structures with 1,100 pounds of dynamite, signaling an abrupt end to the era that was Scudder Homes.

"This is another great day and an opportunity to make history in the city of Newark," said NHA Executive Director Harold Lucas at the start of the final implosion of the last two high-rise buildings this past June, completing a process that had its genesis in 1987.

"Four buildings were demolished in 1987 and we stand here today and proudly witness the 150 townhouse homes that the NHA constructed on the site in 1995," said Mr. Lucas.

"Those homes, which are as beautiful as they were when we dedicated them in August of 1995, stand as a testament to our residents who endured some tough times but trusted us to keep our pledge to build the new homes," Mr. Lucas added.

"Moreover, our residents have further enhanced the Oscar E. Miles complex with their green thumbs by planting flowers and shrubs," Mr. Lucas said. "There is no graffiti at Oscar Miles Village, which demonstrates that when you give people an opportunity, things can work. And they truly have made it a leading part of the community."

Mr. Lucas noted that the NHA, which is recognized as the national leader in the transformation of public housing, has constructed nearly 1,000 new townhouse units throughout the city in the last three and one-half years.

"We have developed a strong partnership with our residents, with city and state governments and with HUD in creating this historic change in public housing, and we are quite proud of what we have accomplished together," Mr. Lucas also congratulated the NHA staff for the hard work they have done. He added, "It's not just about taking down high-rises and replacing them with townhouses; you have to work with the problems of the people. And there's a lot we need to do to make public housing better and to make the city of Newark better."

"What we have developed and will continue to develop is housing that parents and children, especially the children, can and will be proud to reside in — and call it home!"

"We are going to see some remarkable things happen at the NHA in the next millennium," said Chairperson Doris McCray Crank who spoke on behalf of the NHA Board of Commissioners. "Under the leadership of Harold Lucas, and with the assistance of the Board of Commissioners and staff and resident input, we will ensure that our housing exemplifies what we would like to see in our fair city."

"It is good to be a resident of the Central Ward and to be a part of the new community that the NHA is developing," said Essex County Freeholder Bonnie Watson. "This implosion is not a death, rather, it represents new life. Time changes and this is a good change," she said, while encouraging the authority "to continue to keep keeping on."

Representing the Newark Municipal Council, Central Ward Councilman George Branch noted, "We would not be here if not for Harold Lucas who had the vision to change public housing." He also proudly declared, "There will be more development occurring in the Central Ward."

Mercer Wrecking, Inc. of Trenton, NJ, was the demolition contractor and Controlled Demolition Incorporated of Phoenix, MD, provided the explosives expertise.



From a panoramic view of the city's landscape, in an instant the steel and concrete buildings crumble into debris.

WALSH HOMES \$50 MILLION HOPE VI PROJECT ON SCHEDULE



NHA Commissioner Rolando Velazquez, Executive Director Horold Lucas and Mayor Sharpe James signal for the demolition to begin at Building #9 at the Walsh Homes site.

The Newark Housing Authority (NHA) recently designated First Connecticut Consulting Group, Inc. of Norwalk, Conn., as the developer to construct 198 new townhouse units at the NHA's Archbishop Walsh Homes under the U.S. Department of Housing and Urban Development's HOPE VI Urban Revitalization Demonstration Program.

This project began several months ago when the NHA, in a departure from its implosion format for the demolition of high-rise buildings, used the wrecking ball/heavy equipment methodology to demolish six buildings on the north side of the 44-year-old complex. This method has proved to be efficient and cost-effective in the preparation of land for new townhouse construction.

The program at Walsh Homes is the culmination of a significant collaborative partnership between the NHA and Walsh Homes' residents begun four years ago when the NHA was awarded a \$50 million grant to revitalize the complex.

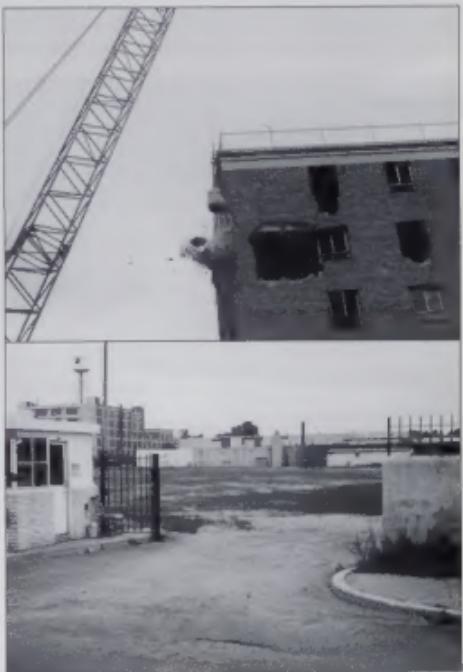
"When former HUD Secretary Henry Cisneros brought his entire senior staff to Walsh Homes to present us with a \$50 million check for the rehabilitation of Walsh under the HOPE VI program, we were considering rehabilitation for the complex under HUD's guidelines," said NHA Executive Director Horold Lucas. "But the residents saw that the NHA was actually constructing new townhouses in the city and asked if we could do the same at Walsh."

"We agreed, and with the full cooperation and support of the residents, we worked with HUD, which added flexibility to the HOPE VI Program, to modify our grant proposal from rehabilitation to demolition/new construction."

"The 198 new units on the north side of the twelve-building complex will house residents who now live in the south side and residents who have been temporarily relocated into NHA units and Section 8 apartments," said Mr. Lucas. "We will then take down the remaining buildings on the south side and build new townhouses on that site."

"This represents new hope and opportunity," said Mayor Sharpe James. "We have kept our word and our promise, and when this (project) is completed, you will see a proud community of families. There will be no difference between market-rate housing and public housing. Because if you build quality housing, people will take care of them and beautify their homes."

The NHA staff has initiated a needs assessment of 192 families as part of its community and supportive services component of the HOPE VI Program. The staff is currently interviewing families to ascertain how they can improve the quality of their lives and referral and other services are provided to augment the endeavor.



Under the force of the wrecking ball, Building #9 disintegrates into rubble, and the land is cleared for the construction of new townhouse units.

HOUSING PAGEANT A HUGE SUCCESS!

In a first-ever venture, the Newark Housing Authority, in association with New Friends of Symphony Hall and the Newark Tenants Council, Inc., launched the official Ms. Essex County Housing Authority Pageant. The enormous effort began with the recruitment of young ladies, 13 to 16 years of age, who live in the Irvington, East Orange, Orange and Newark housing authorities.

From a pool of 432 initial applicants, 21 young ladies began a period of intense training and exposure to various enrichment opportunities. For example, the contestants received 20 rigorous weeks of life skills workshops on topics that ranged from teenage pregnancy and peer pressure to communications, job skills and etiquette tips. They also were required to perform community service and participate in field trips to various cultural and historical landmarks.

Harold Lucas, executive director of the NHA, which financed the pageant, said that it was particularly important to reach out to girls in public housing because they often have less self-esteem and fewer mentors than boys.

"We need to get them while they're still vulnerable and teach them some of the life skills they need to know," said Mr. Lucas. "We wanted to give them a program that shows alter-

natives to the negative lifestyle they are exposed to."

During the four months of preliminary competitions and workshops, the girls were assigned advisors to help them rehearse and shop for gowns. As part of the experience, they were introduced to various restaurants and wrote reviews for the pageant newsletter. They also learned how to prepare a three-course meal, fold napkins and make centerpieces at a local restaurant. Within this period, the girls were judged on poise, charm and attendance.

During the finals, each contestant answered a series of questions posed by a panel of judges. The following day the ladies recited poetry and sang songs for a different set of judges. As the culminating activity, they were judged on their gowns and three dances they performed together.

Jaquita Evans, of the NHA's Chadwick Avenue Village complex, captured the Ms. Essex County Housing Authority Pageant. Larrita Jackson, of NHA's Baxter Terrace, and Lakeedah Greene, of the NHA's Bergen Street complex, garnered the first-runner and second runner-up places, respectively.



After completing several months of rigorous training and workshops in preparation for the pageant, the winners look radiant in their beautiful gowns. They are (l. to r.) Lakeedah Greene, second runner up; Jaquita Evans, Ms. Essex County Housing Authority, and Larrita Jackson, first runner-up.

CITY OF NEWARK AND NHA SPONSOR CLEANUP PROJECT



Left photo: Residents of Pennington Court, Newark, participate in a cleanup project as part of their participation in the "Partners in Pride" Program.

Neighborhood Pride Program Yields Positive Results

Throughout the sweltering summer days, the casual observer witnessed the results of their diligence. Sufficiently supplied with the accoutrements of the job and donning their identifiable blue t-shirts emblazoned with the Newark Housing Authority (NHA) logo, they purposefully address a major quality of life issue that is immediately conspicuous to residents and commuters alike.

Approximately 246 NHA residents are improving the overall appearance of Newark's neighborhoods through their participation in a collaborative venture designed to foster greater community involvement in keeping Newark clean.

As part of Mayor Sharpe James' initiative to improve the quality of life for Newark residents, Marshall Cooper, director of Newark's Neighborhood Services, and Harold Lucas, executive director of the NHA, implemented the new venture in which the Housing Authority is augmenting its present building maintenance workforce by hiring public housing residents to assist the NHA's grounds maintenance staff in and around the NHA's 35 complexes. The city is providing special garbage pickup to help facilitate the "Partners in Pride" program.

"We think it's the responsibility of every citizen to keep the city clean, and as good citizens and neighbors we will do our part to keep our housing complexes as clean as possible," said Mr. Lucas. "We can't expect the sanitation department, with limited resources, to clean up everybody's litter and debris. So we will do the best we can and hope that other citizens and neighborhood groups will do likewise."

The unprecedented partnership between the city and the NHA was applauded by Mr. Cooper. "The Housing Authority has set an example of citizen involvement that might serve to galvanize other residents in our city," he said. "We will work with the Housing Authority to schedule pickup to help expedite its site cleanup efforts."

The program which began this past June was scheduled to run for 13 weeks, seven days a week and conclude in September. However, because of the success of the program, it was extended throughout the fall to continue providing services to the community.

"During the spring and summer months, trash and garbage seems to increase with more people enjoying the outdoors," said Mr. Lucas. "Our regular maintenance schedule can't always keep our grounds litter free and, by increasing the personnel and the hours of clean up, we can be more effective in keeping the complexes clean."

"Moreover, we are optimistic that when residents help to maintain the grounds, they will serve as an example and exert peer pressure on their fellow residents and neighbors to help reduce the amount of litter and maintain their sites as well. It's an idea we have implemented jointly with the city and we think it will be beneficial to everyone."

He noted that the NHA residents have been hired under the NHA's "Partners in Pride" program. Their duties not only involve NHA sites and perimeter cleanup, but also encompass common real estate areas, sidewalks, gutters, vacant lots and opposite sides of the street in areas adjacent to NHA complexes.

NEWARK HOUSING AUTHORITY NEWSLETTER

NHA'S NEW CHAIRPERSON



Doris McCray Crank
the NHA's new chairperson

In 1992, after petitioning Mayor Sharpe James and the NHA Board of Commissioners for more tenant representation, Commissioner Crank was subsequently appointed by Mayor James to the board, marking the resumption of her quest, albeit in a different arena, to improve living conditions and the quality of life for public housing residents.

A native of Newark and a resident of public housing for the past 29 years, Commissioner Crank is a longstanding community activist whose elevation to the commissioner post was based on her deep conviction that no one could represent the views of public housing residents better than one of their own.

For many years, she has played a prominent role in advocating for the rights of residents, having served as vice

Doris McCray Crank's meteoric rise to the top has been no less meteoric than outstanding. The Newark Housing Authority (NHA) Board of Commissioners has elected Mrs. Crank to serve as chairperson of the seven-member body which oversees the operations of the NHA. She succeeds Rosendo Vazquez as head of the Board of Commissioners.

In 1992, after petitioning Mayor Sharpe James and the NHA Board of Commissioners for more

tenant representation, Commissioner Crank was subsequently appointed by Mayor James to the board, marking the resumption of her quest, albeit in a different arena, to improve living conditions and the quality of life for public housing residents.

As she leads the NHA board into the 21st century, Commissioner Crank said that her focus will be on creating "home ownership opportunities for NHA residents and promoting resident entrepreneurship and businesses in NHA housing communities."

Commissioner Crank also asserted that over the past several years, she has witnessed the relationship between the NHA and the NTC "change drastically for the best." She added, "Both the NHA and the NTC have mutually benefitted from the improved relationship, which is much more solidified than it has ever been."

For his part, NHA Executive Director Harold Lucas extended his personal congratulations to Commissioner Crank and expressed optimism for the future growth of the NHA under the new board leadership.

"We have worked together long and arduously to greatly improve the NHA and the quality of life for our residents. I know that the future will be even brighter as we continue to work collegially for the benefit of the NHA and its residents," Mr. Lucas said.



Seventeen students who live in Newark Housing Authority (NHA) complexes smile in appreciation of having been awarded college scholarships by the NHA Scholarship Foundation recently. Since its inception in 1988, the foundation has provided financial assistance to 44 college-bound students representing 14 NHA family complexes as a way of helping to offset some of their college expenses. This year's award included the first four honorees: Kimberly Williams, Heather Tomasz, Jessica Arietta, and Fulton Jose. Roster Tenarie Johnson, Ruth New Horizons' resident, Aimee Ortiz, Ward Homes' second row, Brenda Soebrait, Homes' third row, Brendra Armstrong, Villa Apartments' resident, Mafusia Meijan, Gloria Wright, former Neshoba Apartments' resident, and Shanshakha Brown, Stephen Crane Village. Also third row are Jamica Turner, New Horizons' resident, Tamika Adams, Villa Wright homes, Jennifer Manahan, Woodlawn Village/Harvest Inn's resident, New Horizons' Gardens, Nyelenna Tyler, Stella Wright Homes' fourth row, Walter Burton Jr., Beaver Terrace and rugger park's resident, Stella Wright Homes' fifth row, and Manuel Camillo, Stephen Crane Village, Brian Evans, Villa Wright Homes, and Tasha Meggett, Oscar B. Miles Village.

NEWARK HOUSING AUTHORITY NEWSLETTER

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The Newark African-American Heritage Parade (left) is shown during the 1997 Newark City Parade where a group of young women who live in NHA complexes demonstrated to spectators an Indian folk dance called the Tammele. The NHA had more than 300 participants in the 1997 parade.

On April 24, thousands ran in the annual Newark African-American Heritage Parade, as well as those of many organizations representing Newark family complexes and the Newark Color Guard, who were in tow was dampened during their participation in Newark's African-American Heritage Parade.



Members of the NHA's Broadway Village's Drill Team "Diamonds in the Ruff" (left) and the "Tainos" (right), wearing traditional Indian clothing to symbolize the Indians who are Indigenous to Puerto Rico, gave moving performances as they march toward the viewing stand during Newark's Puerto Rican Day Parade.



NHA at its recent 40th Annual Luncheon honored Newark resident Mrs. Alice Johnson, president of the Newark Tenants' Council Inc. and NHA Communications Inc. Task Force chairwoman Mrs. Rosalie Rodriguez, Newark Mayor Mrs. Alice Johnson, Newark Housing Authority Executive Director Harold Lucas, and Mrs. Alice Johnson, who was honored as Newark Housing Authority's own as members of her family and friends for achieving the distinction of "Honorary Executive Director." The program, which culminated in a luncheon held in Mrs. Alston's honor, featured the presentation of a proclamation and gifts to Mrs. Alston by NHA Executive Director Harold Lucas. A resident of NHA's Terrell Homes, Mrs. Alston, whose designation represents the first time in six years that an NHA resident was selected to serve in the honorary position, was awarded the title for being named one of the "40 Greatest Women Newarkians" in Newark's "Living Legacy Fashion Extravaganza," sponsored annually by the NHA, the City of Newark, and a host of other businesses and community organizations.



New Jersey Housing Commissioner Curtis Hawkins left and Newark Housing Authority employee and New Jersey Boxing Inspector Freddie John will join host Harold Lucas at Newark's Harrison's "Newark Thriving Palace" for a discussion on boxing clubs in Newark and Mr. Lucas' plan to develop a structured boxing program for NHA youth. Joining Lucas also will be Myles Harley, executive director of the Boys and Girls Clubs of Newark, and Funches Wimpy, Newark district director of the Boy Scouts of America, who enlightened viewers on youth programs at their respective agencies.



Approximately 35 girls and boys who live at the NHA's Hyatt Court and New Horizons Centers honed their basketball skills while enhancing their growth and development during their participation in a basketball camp administered by Barringer High School at the Rafael Hernandez school in Newark, and funded by the NHA's Drug Elimination Program. The DEP, an initiative of the U.S. Department of Housing and Urban Development, is designed to help combat socialills in public housing while exposing today's youth to positive, life-affirming experiences. As part of the program, the NHA is scheduled to provide drug education and prevention activities and tutorial assistance for its campers during the school year. Dawn Miles, of the NHA's DEP, coordinates the NHA's participation in sports and other enrichment activities under the direction of Dayton Barrett, director.



As part of a local neighborhood beautification project with Valley National Bank and the Silver Lake Beautification Committee, the maintenance staff at the Newark Housing Authority's NHA Stephen Crane Village improved the Silver Lake neighborhood by creating a park in memory of Ann Keamey, a former NHA housing manager who recently passed away. The maintenance team donated its time and labor and planted maples, Bradford pear trees, weeping hemlock and pine oaks, in addition to weeping and flowering arborvitae which were provided by the NHA. Pictures are from row, front left: Christetta Molina, NHA secretary; Carole Robinson, NHA housing manager; Marie Sharnedo-Burke, president, Silver Lake Civic Association; Angelia Valenz-Zarzo, chairman of the beautification committee; and Phyllis Scangello, committee member. Second row, from left: NHA maintenance crew John Jackson, Tom Sladig, Kamren Ali, supervisor Ricky Williams, Shariff Dixon, Anthony Turner, Lavern Scott and Karl T. Bechtolph.

NHA BRIEFS.....

- The Newark Housing Authority (NHA) recently afforded seniors the chance to enjoy the camaraderie of their peers and live music and showcase their sense of style at the Ninth Annual Newark Citywide Senior Citizen's Fashion and Culture Extravaganza. The NHA, which co-sponsored the event, provided transportation services which was coordinated by the Public Relations Department and the Family Services Division. As is the tradition, the NHA will honor one of the top contestants who participated in the fashion show.
- Hats off to Sidney Travis, senior accountant, Dorothea Lee, supervisor, Tenant Selection, Leroy Metz, chief field representative/property improvement, and Joseph Mennella, director of Personnel who were sworn in as commissioners of the Newark Commission on Veterans Affairs by the Newark City Clerk's staff during a ceremony in the mayor's office. Ms. Lee and Mr. Mennella have served the commission for six years, respectively, while Mr. Metz and Mr. Travis are new members.
- Kudos to the Newark Housing Authority's own Jimmy Parrillo, Public Relations Department, who was honored by the Portuguese American Congress Political Committee for his "Lifetime commitment to the city of Newark." Mr. Parrillo was presented with a plaque in recognition of his many years of service to Newark residents through his affiliation with the NHA and the Jimmy Parrillo Civic Association.
- The NHA's Windell Wilson and Curtis Grayson, Personnel, Faith Wiley, Family and Community Services, have ample reason to be proud these days. Mr. Wilson's son, Jamal, a recent graduate of Amherst College who played the position of guard on its basketball team, reached the 1,000-point milestone and holds the distinction of being the 11th player in Amherst's history to achieve that mark. Darryl Wiley, a schoolteacher and program coordinator for the National Foundation for Teaching Entrepreneurship (NITE) in the Pittsburgh public school system, was awarded a grant and an expense paid trip to New York City in recognition of his outstanding ability to engage students in the learning process by the NITE at its gala awards dinner in New York. An accomplished artist, Burnett Curtis Grayson, III's works have been showcased in several shows and exhibits, and most recently in an exhibit entitled, "Rhythms and Movements" at the New Jersey Institute of Technology during its observance of African Heritage Month. He has also created his own company, Kemetic Expressions, which is designed to uplift, educate and change the negative artistic images of the African American experience.
- NHA Executive Director Harold Lucas was named president of the Newark Public Library Board of Trustees. He also serves as a member of the Boy Scouts of America, Essex Council, United Way of Essex and West Hudson Counties and as Chairman of Newark Symphony Hall.
- Now in its fifth year, the NHA Voices of Hope Mass Choir has installed new officers for the 60-plus member organization at a ceremony at the Newark Terrace Ballroom that was replete with stirring gospel singing, delectable foods and an awards presentation. The new officers of the choir, which is comprised of NHA residents and employees, are NHA Chairperson Doris McCray Crank, president; Joyce Bailey, Redevelopment, vice president; Kathy Wilson, treasurer; Sharon Gibson, secretary; NHA Commissioner Ida Clark, chaplain; James Young business agent; Marie Jennings, sergeant-at arms, and Edmund Duke Griffin, musical director. Harold Lucas, executive director; Glona Curry-Williams, director, family services. Charles Bell, affirmative action, and Yvonne Reynolds, public relations, were recognized for their service to and support of the choir. The choir also recognized the contributions of NHA Chairperson Doris McCray Crank and Edmund Duke Griffin by presenting them with awards.
- Residents of all ages participated in a drug-free rally at Pennington Court that featured several speakers, including Bertrice Berry of USA Live Cable TV, the Newark Police Department's Special Task Force on Drug Elimination and recovering substance abusers. The program was sponsored by the 21 Club and led by Rev L. Ronald Durham pastor of First Mt Zion Baptist Church, which "adopted" the complex several years ago as part of the NHA's initiative to involve the clergy community in its efforts to provide meaningful opportunities that help empower residents and improve their lives.

continued on page 12



Walter Green (left), a resident at Branch Brook Manor is joined by Gloria Currey Williams, director of the NHA's Family Services Division, and runner-up, Aytha Hornsby, of Stephen Crane Elderly, as he proudly displays his prized trophy after winning the winner of the champion and senior division trophy in NHA's first ever billiards tournament. The winner in the junior division was Jackie Lamore Stephen Crane Elderly, whose performance was challenged by Lillian Morales, of Baxter Elderly. The NHA, under the direction of the Family Services, coordinated the tournament for residents who competed in either the senior or junior division during the run-offs at their respective sites. In addition to billiards, the NHA also provides an array of recreational activities for seniors and youth, including overnight camp experiences, film outings, a charter fishing program, golf instruction and track and field. The NHA is sponsoring several tournaments for seniors in the upcoming months, including card games, checkers, dominoes, and chess.

NEWARK HOUSING AUTHORITY NEWSLETTER

NHA BRIEFS

(ear issue from page 1)

• NHA residents Dayronne Parker, Patsy Pringle Lewis, Michelle Smith and Darsene Wall, Felix Fuld, and Estelle Knight and Intisar Muhammad, New Horizons, are on the path to career success, having successfully completed the CPR for the Professional Rescuer course and been awarded their CPR certification Sponsored by the NHA's Drug Elimination Program (DEP) and administered by the American Red Cross of Metropolitan New Jersey, the training was provided to give residents a chance to acquire job skills and served as a prerequisite for the emergency medical technician certification Many NHA residents also received free computer training as part of the NHA's DEP The training was held at Pennington Court, Felix Fuld Court, Hyatt Court, New Horizon Gardens and Stephen Crane Village

• Hundreds of seniors who live in NHA senior complexes joined seniors at the NHA's James C White Manor where its tenants association and 80-Plus Program, hosted a variety of activities in commemoration of National Senior Citizens Month The presentations ranged from gospel singing and a kitchen "klatch" to a video showing and a fashion and talent show Sponsored by Councilmen George Branch and Anthony Carrino and facilitated by the NHA which provided transportation for the seniors the program featured Councilwomen Mildred Crump and Gayle Chaneyfield, Councilman Ronald L Rice and Judge Irvin Booker

• Several youngsters who live at the NHA's Hyatt Court recently advanced to the finals in the All Stars Talent Show Network, a New York-based anti-violence program designed to provide inner city youngsters with uplifting and constructive alternatives to negative influences The program which began in the South Bronx in 1984, visited Newark where the NHA's Hyatt Court Chorus, comprising a group of 11 performers between the ages of 6 and 8 years old, was among the featured acts vying for a chance to participate in the finals to be held in New York The NHA's participation was coordinated by its Drug Elimination Program, in cooperation with the Hyatt Court Tenants Association

• Tasha Meggett, a resident of the NHA's Oscar Miles Village, was awarded a book scholarship by the Mayor's Commission on the Status of Women during its annual program A graduate of Central High School, Ms. Meggett is studying biomedical engineering at the New Jersey Institute of Technology The Commission is dedicated to promoting the empowerment of women

• NHA Executive Director Harold Lucas was honored at the 100 Most Influential awards celebration, sponsored by City News Publishing Company recently at the Airport Marriott Hotel Mr Lucas was recognized as one of the 100 "most influential" for his contributions to rebuilding New Jersey's urban communities and particularly for his efforts to "make a real difference in the quality of life in New Jersey."



As part of the NHA's continuing efforts to inform the community about its efforts to significantly enhance the availability of quality affordable housing and plans to address other quality of life issues, Harold Lucas (second from left) was featured in a one-hour informative national public affairs program entitled "Our Voices." Hosted by Beverly Smith and produced by Black Entertainment Television, the program also included HUD Assistant Secretary Kevin Marchman (far left) and David Gilmore (right), executive director of the Washington, D.C. Housing Authority. The show was aired nationally this past May and rebroadcast in September.



Harold Lucas is draped in a hand-woven silk Indonesian shawl, which represents a symbol of courage. The shawl and a small boxed sword, depicting a symbol of honor, were gifts from the 28-person Indonesian delegation which toured the NHA in September. The group included mayors of several important mid-sized Indonesian cities as well as the Deputy Mayor of Jakarta (the capital city) and 10 Bupatis (political administrative heads of a district of 1 to 2 million people). The government officials, who learn about a variety of issues such as public and private partnerships, community empowerment, staff management and customer service, described their NHA visit as "the most exciting program" on their U.S. tour "You made them feel so special and they responded with a lot of questions," added other stops on their tour "said Marcia Bunk of the Institute for Training and Development in commenting to Mr. Lucas.



DORIS McCRAY CRANK
CHAIRPERSON

TERRY L. PRINGLE KHALF
VICE CHAIRPERSON

DA CLARK
TREASURER

GUDRIAL L. CARRASQUA
KATHLEEN H. ROBINSON
ZINNERFORD SMITH
ROLANDO VELASQUEZ

PRESS RELEASE

HAROLD LUCAS
Executive Director

**For Release On Or After
January 28, 1998**

Contact Harry Robinson
Yvonne Reynolds
(973) 430-2212/2217

NHA NAMES NEW TOWNHOUSES IN HONOR OF DR. JOSE ROSARIO

NEWARK, Jan. 28 - The Newark Housing Authority (NHA) today named a new, 94-unit scattered site townhouse development after the late Dr. Jose Rosario, the founder of Field Orientation Center for Underprivileged Spanish (FOCUS), the Newark based social services agency created in 1967 to provide education, job training and other services to the city's Latino community.

Dr. Rosario, who died in August of last year in Carolina, Puerto Rico at the age of 92, is the first Latino in the 60-year history of the NHA to have a complex named in his honor.

"Dr. Rosario was a passionate advocate for underprivileged persons and a role model not only for the Latino community, but for all citizens," said Harold Lucas, executive director of the NHA.

"We are proud that our Board of Commissioners wanted to honor Dr. Rosario's life and memory by naming this new townhouse development, which is located primarily in Newark's East Ward, for him."

Just as Dr. Rosario was dedicated to advancing the Puerto Rican community, the NHA remains dedicated to its mission of providing quality public housing in Newark and improving the quality of life for public housing residents," Lucas added.

Newark Mayor Sharpe James has described Dr. Rosario as a "visionary" and one who was a catalyst for "making things happen." Mayor James noted that FOCUS, which is now the Hispanic Center for Community Development and serves more than 9,000 clients a year, was the model for other well-known agencies such as La Casa, CURA and the St. Columba program for Hispanics.

Born in Moca, Puerto Rico, Dr. Rosario was an accountant and licensed real estate agent. He helped establish the New Jersey Office of Hispanic Affairs, played a major role in the first bilingual education program in New Jersey schools and worked for successful passage of the law requiring Spanish interpreters in the courts.

The GWD/BJT Development Company of Morristown, New Jersey was the developer for the \$10 million project. Macrae-Gibson architects of New York designed the townhouse units.

#

57 SUSSEX AVENUE • NEWARK NEW JERSEY 07103-3892 • TEL 973-430-2430 • FAX 973-642-1242

"Building Quality in Housing Through Partnership"



HOUSING AUTHORITY OF THE CITY OF NEWARK TOWNHOUSE DEVELOPMENT NJ2-44

FACT SHEET

- * **LOCATION:** Fifteen (15) sites, primarily in the east ward (Elizabeth Valley area), but also in the west and south wards. Six units on Pennsylvania Avenue; three units on Wright Street, 24 units on Elizabeth Avenue in the south ward, 20 units on Sherman Avenue; three units on Emmet Street, 10 units on Astor Street; five units on Murray Street; three units on Parkhurst Street; five units on Thomas Street and Brunswick Street; six units on Miller Street, and nine units on the corner of 12th Avenue between South 6th Street and Littleton Avenue in the west ward.
- * **NUMBER OF UNITS:** 94 units and a community building
- * **CONTRACT COMPLETION DATE:** November 1997
- * **DEVELOPMENT TYPE:** Townhouse
- * **CONFIGURATION:** 66 three-bedrooms, 23 four-bedrooms and five five-bedrooms, of which seven units are designated for persons who are physically challenged. Also, development will include a community building with management offices, maintenance garage/storage area and a meeting room with a kitchen.
- * **DEVELOPER:** GWD/BJT Development Company of Morristown, New Jersey
- * **CONSTRUCTION COST:** Approximately \$10 million

Additional Information

- * The architectural design will include variations in the roof profile and gable roof lines facing the street.
- * The architectural finishes will consist of three alternating color schemes for the roofing, siding and brickwork. Twenty percent of the units will have full two-story brick facades.
- * Each unit will include space for the installation of full-size washer/dryer.
- * Site layout is designed for landscaping, off-street parking, play areas for children and brick enclosures for utility meters.

Jose Rosario, blazed trail for Hispanic rights

By Barbara Kuida

STAR-LEDGER STAFF

In New Jersey's Latin community Jose Rosario was 'El Viejo' the old man — deeply respected for his tenacity in seeking to advance his people.

"We would argue and fight, but strangely enough it was always philosophical, never personal," recalled Casita Makdonaldo, executive director of FOCUS, the Newark-based social services agency Mr. Rosario founded in 1967 to provide education, job training and other services for underprivileged Hispanics from the Newark area.

"(He) was someone to be reckoned with, a true community builder," said Maria Vizcarondo De Soto, executive director of the United Way of Essex and West Hudson. "He was an icon who set the direction of how the Puerto Rican community needed to focus its energy to gain political respect, especially in Newark."

A Mass for Mr. Rosario, who died Aug. 29 in Carolina Puerto Rico at the age of 92, will be held at 1 p.m. Sept. 15 in St. Patrick's Pro-Cathedral in Newark.

Mr. Rosario lived in Livingston for many years, but returned to Puerto Rico, where he was born when his health declined.

"Jose Rosario left a legacy of human services, dedication and honesty that will be difficult to replicate," said Frank Morales, chairman of the FOCUS board of trustees. "His love for FOCUS was infectious. To me and many of us, he was a mentor, a confidant, and a supporter."

Newark Mayor Sharpe James described him as a "visionary" whose "immense compassion and understanding of his people" provided the impetus to "make things happen."

James said FOCUS served as the model for other well-known agencies such as La Casa CURA and the St. Columba program for Hispanics.

Born in Moca, Puerto Rico, Mr. Rosario was an accountant and a licensed real estate agent. Before his move to New Jersey 40 years ago, he worked for the Commonwealth of

small group of friends established FOCUS in 1967, fulfilling his dream of "establishing an agency where my people can feel at home and be served as they are entitled."

Now known as the Focus Hispanic Center for Community Development, the agency serves more than 9,000 clients a year relying on grants and donations to fund an annual budget of over \$1 million.

Properties along Newark's Broad Street acquired through Rosario's leadership are the agency's headquarters are valued at more than \$3 million.

Mr. Rosario's accomplishments did not end with FOCUS. He helped establish the New Jersey Office of Hispanic Affairs, was instrumental in setting up the first bilingual education program in New Jersey schools, and successfully pushed for passage of a law requiring Spanish interpreters in the courts.

He also assisted in the development of a reciprocity agreement between New Jersey and Puerto Rico allowing for unemployment compensation to be exchanged. He pressed for the state high school equivalency examination to be given in Spanish and helped establish the New Jersey Puerto Rican Statewide Parade Committee.

With the support of his trustees, he also established the first Bilingual Extension Center with Essex County College and created teacher training programs with Seton Hall University offering teacher certification and M.A. degrees.

In 1977, Seton Hall awarded him an honorary doctoral degree in humanities for improving the way of life for Puerto Ricans and other Hispanics in New Jersey, making him the first Puerto Rican so honored.

Mr. Rosario's wife, Phyllis, died last year. Information on survivors was not available yesterday. Funeral



ROSARIO

Mr. Rosario's accomplishments did not end with FOCUS. He helped establish the New Jersey



Changing The Face of Public Housing



**PROGRESS REPORT
1995-1996**

"Building Quality in Housing Through Partnership"

The beginning—

Christopher Columbus Homes, March 1994.





• From the Chairman



As the chairman of the Newark Housing Authority (NHA) Board of Commissioners, I have had the privilege and honor of working with my fellow Commissioners and outstanding Executive Director Harold Lucas, in elevating the authority to an unprecedented level of accomplishment and respect, a metamorphosis that began under Gloria L. Cartwright, my immediate predecessor as board chairperson.

Each ceremony we have held for construction starts, openings, and new townhouse dedications has been very special and each has struck an emotional chord in all of us. Most importantly these events have proven that the Newark Housing Authority can fulfill its mandates and execute its stated goals.

As trite as it may sound, it is true that nothing succeeds like success. And make no mistake, the NHA has enjoyed a tremendous amount of success which has resulted in the highest praise from the top officials at the U.S. Department of Housing & Urban Development, including Secretary Henry Cisneros, to other federal state and local officials.

The accolades have also come from our residents, the front-line critics, who represent a true manifestation of our progress and achievements.

The executive director, with the full cooperation of the Board of Commissioners, has forged what we consider to be a highly effective staff that has made the NHA a much-respected public housing authority nation-wide.

Newark Mayor Sharpe James proudly calls us the "new Newark Housing Authority" and rightly so. Our ability to construct lovely new townhouses throughout the city - housing that has given pride and hope to our residents and made them feel good about living there - is one of the primary reasons it also has given the NHA board and staff a real sense of accomplishment and given special meaning to building quality in housing through partnership.

That "partnership" has expanded beyond our local borders and taken on a national significance. Our executive Director Mr. Lucas has been asked by HUD to represent the industry at congressional hearings in addition to partnering with other housing authorities in Philadelphia, Pittsburgh, Orange, NJ and Albany, NY and to share the NHA's experience and expertise in enhancing its operations and performance.

Secretary Cisneros has publicly praised Mr. Lucas, the Board of Commissioners, and the NHA for the "tremendous job in turning around" the Authority.

When President Bill Clinton announced the "one strike policy" regarding drug criminal activity in public housing, Secretary Cisneros told the President that he was coming directly to the Newark Housing Authority to make the local announcement.

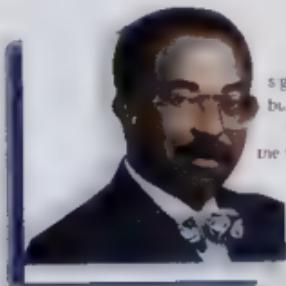
Moreover, the NHA is the Authority pointedly cited by the Secretary when he speaks of demolition, new construction.

I have seen it with my own eyes and I wish it your heart to look out at the patches of new townhouses constructed by the NHA near where the riots began in 1967. Cisneros told a gathering of New Jersey National Association of Housing and Redevelopment Officials/NHRA executives at the 1996 annual conference.

High praise from high places. Our hearts are indeed filled and we are quite proud of what we have accomplished in an extraordinarily short period of time.

Rolando Velazquez


Chairman
NHA Board of Commissioners



When the 3,800 pounds of explosives leveled four buildings of more than a million square feet at Christopher Columbus Homes in March of 1994, it was a signature event that signaled the transformation of public housing not just in the city of Newark, but across America.

In my testimony before a Congressional Committee in March 1994, I stressed the fact that trying to maintain non-viable, high rise, high density buildings was too costly and the best remedy for the long term viability of public housing was to knock them down and build scattered site townhouses.

Apparently someone at the federal level was listening because during the Clinton presidency one of the new transformation initiatives at the U.S. Department of Housing and Urban Development (HUD) is the demolition of 30,000 obsolete high-rise units and replacing them with more humane

townhouses or garden style apartments.

When I became Executive Director in March 1993, the Newark Housing Authority's NHA housing inventory was comprised of 4,210 high rise family units, 867 townhouses, 2,909 low density units, and 2,944 elderly units.

In the last several years we have managed to change the face of public housing in Newark so that today our inventory picture looks like this: 2,038 high rise family units, 533 townhouses, 2,124 low rises, and 2,944 elderly units.

We have received approval from HUD to demolish the closed Hayes Homes complex, the rest of Scudder Homes and Ketchum Homes and Walsh Homes, the latter under the Urban Revitalization Demonstration (HOPE V.) program.

Consequently, in the next several years we expect to construct another 400 townhouses so that by 1999 we will have only 185 high-rise family units, but more than 1,200 low density townhouse units.

The adage "If I ain't broke don't fix it" did not apply to the Newark Housing Authority (NHA) in 1993. The agency was troubled according to the HUD report card to NHA, and in trouble according to everyone else's standards.

The local media editorials advocated a takeover of the agency by a HUD receiver. Fortunately that did not happen and in the subsequent years we have managed to come off and stay off the troubled list as well as provide the remedies for the troubles of antiquated systems of infrastructure, neglected units, vacancies, overmanagement, mistrust, and strained relationships between the two.

Our theme has been building quality in housing through partnerships and our new constuction program has been the catalyst in building a trust and a confidence among all NHA constituents.

The 1,000 new townhouses units developed in the past three years have provided tangible evidence that this is the new NHA which can and will fulfill its mandate of providing quality housing for its residents.

When our 500+ residents publicly stated at a townhouse dedication that we had kept our promises and since had nothing to loss with the closing of their old apartment, it told us that the residents now had faith in the NHA. They had faith that our promises to build new homes and demolish old ones in all eyekores would be kept.

Grass now grows where 13 story high rise buildings of Columbus Homes once stood. New townhouses are across from it along Jones St. to be constructed on the site. Gorgeous new townhouses now also stand where Scudder Homes high rises once stood. New NHA townhouses are situated in every ward of the City, enhancing

the neighborhoods and generating personal and civic pride in the new look.

Early in my administration we coined the phrase "building quality in housing through partnerships," and it has been a partnership with city and state officials as well as our residents that has helped us achieve our goals.

Most importantly Mayor Sharpe James has provided the vision, leadership and support enabling the NHA to implement our shared desire to improve public housing and give new hope and opportunity to its residents.

We are indeed changing the face of public housing in Newark. A "change for the better" is how a Newark star Leopoldo Iorio described it. But as we have created that external aesthetic change we also have had to simultaneous a large internal change at the NHA that will question the authority's ability to function as a well run business as we move toward the 21st century.

Administratively we made calculated decisions, which were strongly supported by our Board of Commissioners to completely automate our operations so that information could be obtained quickly and accurately. Our ability to manage this authority efficiently and effectively with state-of-the-art information technology is critical to the future survival of the authority. The investment we have made in developing our Management Information System (MIS) has changed the way public housing authorities are operated.

Not only have we secured the most advanced computer hardware, but we designed and developed in-house the software programs that are germane to our operations and have given us a management capability that is unmatched among PHA's in the country.

The technology, however, is only as good as the people using it. It's important to note that we have assembled a very competent staff which is responsible for making the hi-tech stuff work.

Major changes in the way public housing has been operating are in the immediate future and only those housing authorities that are prepared to operate in the hi-tech world will survive.

Not only do we plan to survive, but we will be in the forefront of the housing authorities in the 21st century.



Harold Lucas

HAROLD LUCAS



"Nowhere in America is the progress more clear, nowhere is it more visible, nowhere is it more effective, and nowhere is it likely to have longer consequences than right here in Newark, New Jersey. Congratulations!"



*Secretary Henry Cisneros
U.S. Department of Housing &
Urban Development
June 2, 1996*



The Newark's newly built 50-unit townhouse complex called Oscar E. Miles Village is a sharp contrast to the former Seaboard Homes which they replaced in the city's Central Ward.



Goodbye Columbus! The first two buildings of Columbus Homes are finally ready to rent.

HHS Commissioners — Dr. Glenn E. Gill, right side Clark and Doris McCrory-Cook share a moment with HUD Secretary Henry Cisneros at the Columbus Homes ribbon-cutting ceremony.



HUD Secretary Henry Cisneros chats with Rosemary Arroyo who told him, "My whole life has changed, after moving into the Seventh Avenue townhouses."

Play area at one of the new townhouse developments

Pat Bailey of WNBC-TV (CHANNEL 4) interviews Mr. Lucas in front of the NHA's New townhouse complex on Seventh Avenue.

New housing going up and obsolete housing going down

NHA Executive Director Harold L. Lucas, who made comments prior to the opening of Christopher Columbus Park, says in a recent statement represented the rise of new buildings at the high rise development and closed the final chapter in history of the project.

"Newark and Harold Lucas are A No. 1 in the country in terms of building up decent housing. Newark is in the front position."



Scudder Homes
USDA
S. J. W.
1970



Lending a helping hand with the Scudder Homes project are (l. to r.) Rev. Dr. David Jefferson Sr., Metropolitan Baptist Church; Mary E. Rose, president, Newark Realtors Council; Mr. NMA Commissioner Chairman Roland Velazquez; HUD Secretary Henry Cisneros; Governor Chonie Whitehead; Mayor Sharpe James; NHA Executive Director Harold Lucas; NHA Commissioners Gene L. Sammertan and Ed Clark; and Councilman George Bernick and Luis Quinones.

Building #7 one of the three remaining 13-story buildings collapses at Scudder Homes.



Mr. Lucio takes with a resident who lives in a new townhouse unit for the physically challenged



Children enjoy playing at one of the townhouse complexes.

Mr. Lucio, Secretary Cosimo and Mayor Sharpe joined sing along with the NHA Voices of Hope Choir

TOWARD THE 21ST CENTURY



HUD's chief financial officer John A. Knobel (4th from left) presents a check for \$9 million for the demolition of older houses to Mr. Lucas (3rd from left), Mr. Clark (2nd from left), Mr. McCray-Cook (center), Mrs. Gloria L. Carpenter (Mrs. Sharpe James) and NHA Commissioners Reynaldo Velazquez, Ida Clark and Doris McCray-Cook.

A panoramic view of the implosion of three buildings at Otto Knechtner Homes.

Anti-Crime Efforts



"The invisible line traditionally drawn around public housing with the police on one side and housing security on the other will no longer exist."



N.J. CRIME
S. T.P. - PCS
October 22, 2006



Major Tom Fitzgerald, Newark Police Director, and Newark Housing Director Henry Cameros, announced today that the two agencies will work together to prevent a rising police presence at the city's housing complexes.

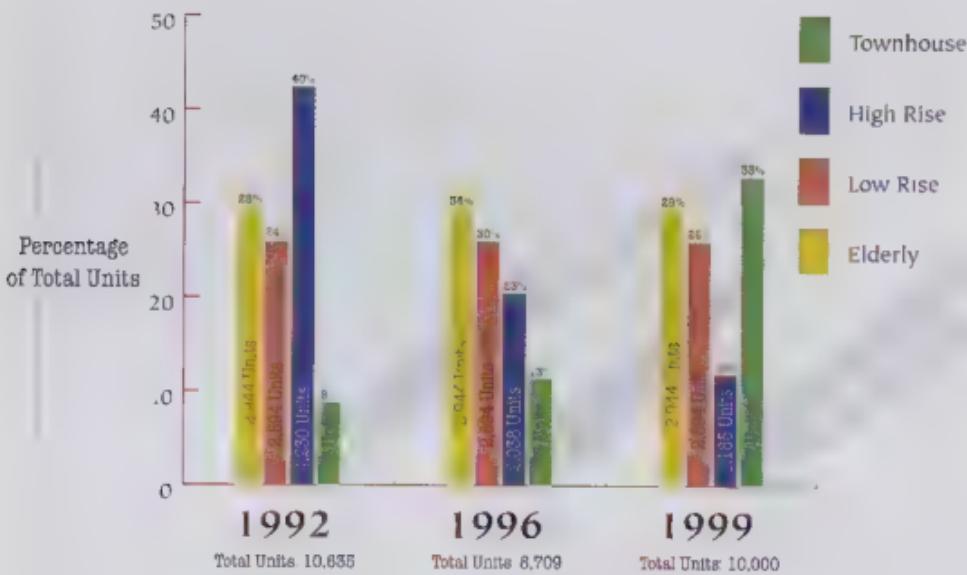


Secretary Henry Cameros, U.S. Department of Housing & Urban Development, second from left, joined Mr. Tom Fitzgerald, Newark Housing Director, in the Newark office of Newark Housing. The team of commissioners, city officials, residents and staff, announced that Mr. Fitzgerald's office is designed to serve the role of criminal justice partners among the One State initiative. Mr. Fitzgerald's office, working together with Newark Housing, will engage in drug or criminal activity.



Mr. Lucite addresses the special police sub-unit he helped to establish, now known as the Newark Housing Police. The force also works at other NJHFA housing complexes to help provide safe housing for NJHFA residents.

NEWARK HOUSING AUTHORITY Inventory By Type of Complex



400 Townhouse units not included in 1996 IUD Annual Contribution Contract

Management Information System

TOWARD THE 21ST CENTURY



NHA employees participated in specialized computer training programs to upgrade their skills and knowledge of various software applications.

The extraordinary progress of the NHA over the past several years is rooted in the executive management and development of the NHA's Office automation program. The success of any Data Processing Management Information System project may best be measured by the benefits in relation to the cost of the project, e.g., realized dollar savings, in kind savings and other tangible benefits.

NHA programming personnel has developed more than \$5 million dollars worth of state of the art computer programs to include a host of office automation productivity solutions. The cost of hardware and software development has been nearly \$4 million, but the return on investment is more than \$10 million in realized dollar benefits, in kind savings and other tangibles resulting in improved employee productivity and most importantly an enhanced NHA image locally and nationally.

The NHA has developed a case management system for the Newark Police Department, and at the request of NJPD and other housing authorities is developing industry business applications that are cost effective and user friendly.

As a result of these technological implementations, the NHA has become a leader in efficient, effective public housing management and will continue to be so far into the next century.

....the return on investment is more than \$10 million
in realized dollar benefits, in kind savings and other tangibles....

Newark Housing Authority's Automation Program

Office Automation Packages

- 1 E-Mail Banyan/Beyond Mail
- 2 Time Management/Calendar - Telis Time Task
- 3 TAP Phone Line *
- 4 Groupware Colabra Share *

Business/Productivity Tools

- 1 Lotus 1-2-3 3
- 2 Lotus 1-2-3 5.0
- 3 Word Perfect 5.1
- 4 Word Perfect 6.1
- 5 Corel Draw 5.0 & 6.0 *
- 6 Mac Tracking *
- 7 Page Maker 5.0
- 8 Power Point 4.0 *

Network Operating / Management

- 1 HP Open View
- 2 Proteon's Token View
- 3 Fluke Network Cable Management System
- 4 Banyan ENSMT
- 5 Banyan OUTLOOK
- 6 Cable Management System
- 7 Application Track System
- 8 Banyan Vines 6.3(D), Novell 4.1 & Windows NT 3.51

Computer Based Training (CBT) Systems

- 1 Beyond Mail
- 2 Page Maker *

Data Base Management Systems

- Human Resource
EIS Executive Information System
Performance Monitoring System
- 2 General Ledger
- 3 Payroll
- 4 Purchase Order System *
- 5 Warehouse
- 6 Rent Collection
Tenant Recertification
- 7 Contract Administration (BID/RFP)
- 8 Joint Inventory
Tenant Lease Enforcement System
- 9 Risk Management System
Workers Compensation System
General Liability
Automobile etc

- 10 Work Order System
- 11 HQS
- 12 LTH Waiting List
- 13 Town House Waiting List
- 14 Section - 8 Waiting List
- 15 Vacancy Reduction Program Case Management System
- 16 PC Inventory, Fixed Asset Module
- 17 Fleet Management
- 18 Job Order Costing System (JOCs)
- 19 MBE/WBE Management System
- 20 LECAL West Law *
- 21 Tenant Summons & Complaint System

Note * This application is not used agencywide.

Cost Savings Factors Analysis

The success of any Data Processing/ITS project is measured by the benefits compared to the cost of the project. The benefits can be categorized into realized dollar savings, in-kind savings (increased productivity, reduced personnel expenses, etc.) and other tangible

benefits. The Authority's direct benefits for the last three years are over seven million dollars which is 3 1/2 times the total project cost. During the same period, the Authority realized in-kind savings amounting to over three million dollars.

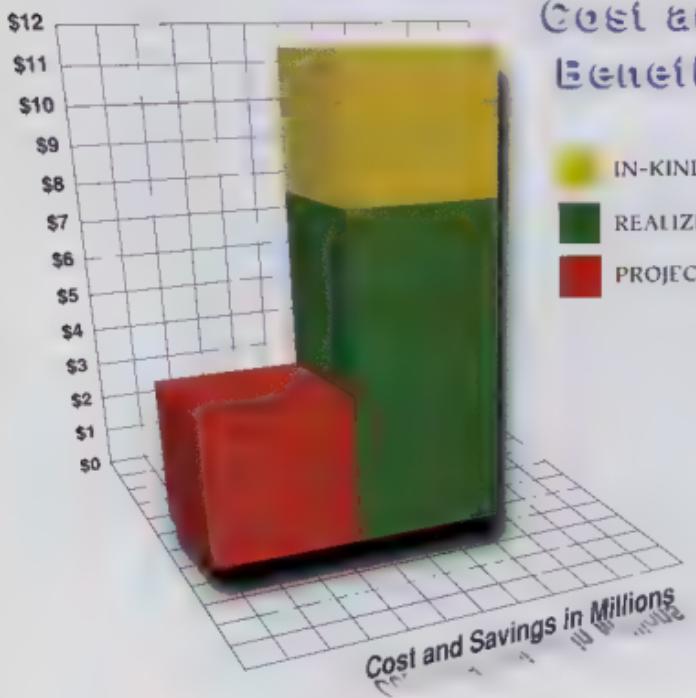
| | |
|---|--------------------|
| The following is a listing of the various savings for a three year period | |
| Total Hardware Cost | \$1,894,946 |
| Total Software Cost | \$244,639 |
| Total Maintenance Cost | \$18,581 |
| Total Supplies Cost | \$51,143 |
| Total Project Cost | \$2 209,309 |

Realized Benefits in Dollar Savings

| | |
|---------------------------------|--------------------|
| Reduced Insurance Cost | \$2,500,000 |
| Reimbursement from PSE&G | \$600,000 |
| Increase in Rent Collection | \$1,200,000 |
| Ownership Software Applications | \$3,000,000 |
| Savings in Consulting Fees | \$500,000 |
| Total Realized Savings | \$7,800,000 |

In-kind Savings

| | |
|---|-------------|
| Reduced Personnel Expenses at Central Offices | \$2,000,000 |
| Associated Fringe Benefits 33% | \$660,000 |
| Improved Productivity | \$1,000,000 |



The Modernization MOD Department earned a perfect score on the most recent Public Housing Management Assessment Program (PHAMP) Department of Housing and Urban Development's (HUD) report card for housing authorities, representing a first for the Modernization Department.

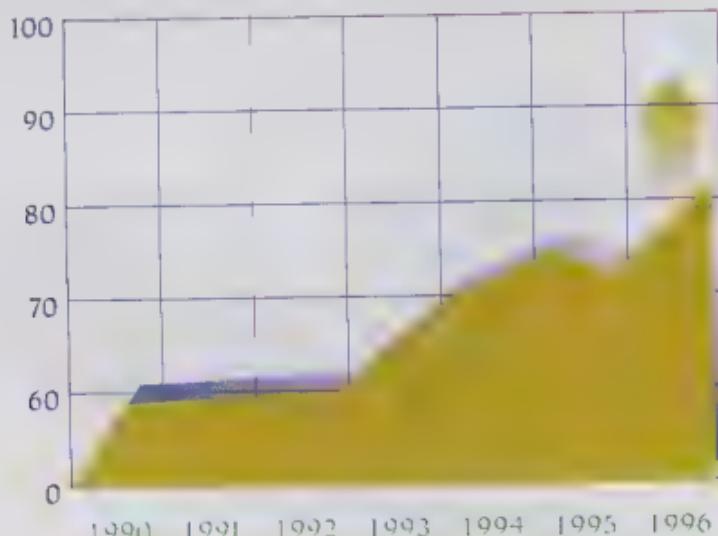
Following Executive Order 13636, emphasis on fortifying the infrastructure of the Newark Public Housing stock to include heating and hot water systems, sanitary and storm system upgrades, roof & siding, windows and doors, the MOD Department colleague funds for 2017 and 2018 Comprehensive Capital Programs (CCP) as well as closed out eight CIP program phases from previous years. The total in the Newark 5-year capital improvement program is \$100,000,000 to \$10,000,000 has been expended in the past three years. Among the myriad infrastructure projects completed were the following: a total replacement of all underground storm and sanitary sewer lines coinciding with the installation of 42 new individual houses at Baxter Terrace; the addition of 24 new individual houses at the Seth Boyden farm; complex roof replacement, at Stella Wright Homes.

NHA began were the major roofing and facade upgrades and apartment renovations at Seth Boyden; installation of new heat and hot water systems at Kroc Center and Seth Boyden ElderCare; the replacement of windows and entry doors at the elderly site; entrance door replacement at seven family sites; and, most importantly, the replacement of 12 elevators, including handicapped accessible ones, with electronic controls at our 26 buildings for the elderly.

In response to the law-based testing requirements, the NHA tested all 4,200 of its units occupied by children or women of child-bearing age.

NHA Public housing Management Assessment Program

New Newark Housing Authority
Administration Begins



#1 Workers help install a new elevator at Baxter Elderly as part of the NHA's elevator replacement project that included all senior buildings.

#2 The new switch gear, designed to ensure efficient usage of elevators, was installed as part of the replacement project.



#3 & 4 New electrical wiring in a kitchen laid the ground work for the installation of new cabinetry and appliances and flooring at Seth Boyden Terrace.



#5 The NHA installed new heating systems at several complexes throughout the city.



Maintenance

The lifeblood of any housing authority is its maintenance operation. With the advances of computer technology and training on user friendly computers the NHA's maintenance heartbeat is strong and vibrant. In a move to maximize productivity of its maintenance personnel the NHA reorganized its maintenance function, creating a site based maintenance system for 32 complexes.

A significant number of buildings among these 32 complexes are 40-50 years old which invariably leads to a host of maintenance problems, not only apartment-based but also more serious emergency repairs even as the administration makes capital improvements to enhance the infrastructure of the agency.

Therefore, the NHA's 140 skilled trades personnel (e.g. electricians, carpenters, plumbers, painters and masons) were assigned to individual sites with team coordinators to more effectively and efficiently handle the 48,000 work orders received annually.

An additional 40,000 work order repairs are conducted pursuant to apartment turnover rehabilitation.

Nearly 4,000 apartment renovations have been completed over the past four years.



#1 NHA employees repair street curbs at an NHA complex.

#2 & 3 Improving the infrastructure in various NHA complexes is a major focus. In #2, workers are repairing underground steam pipes at Setsu Boyden and Scudder Elderly.

Maintenance

Major emergency sewer repairs, roadway leaks, the correction of code violations, the recycling program and dumpster replacement, installation of wrought iron fences and sidewalk repairs comprise some of the additional responsibilities handled by Central Maintenance.

The record-setting Blizzard of '96 did not create major heat or hot water problems at the NHA not merely because of modernizing our systems with new boilers, but in large measure due to the preventive maintenance conducted by the Boiler Operations Division. These boiler operators and mechanics service and operate the 150 stationary boiler rooms in the high-rise and low-rise complexes as well as the boilers in the 1,200 town houses. Their efforts have rendered obsolete significant heating problems that used to plague residents in the winter.

#4648 To the delight of her youngsters at Bradley Court, NHA workers transformed a stark space into a comfortable bathroom.
#5 Workers closely inspect the boilers.
#6 Workers enhance the appearance of the grounds at Oscar E. Miles Village.

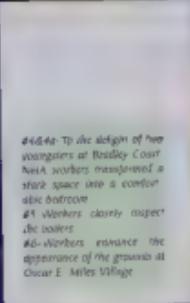
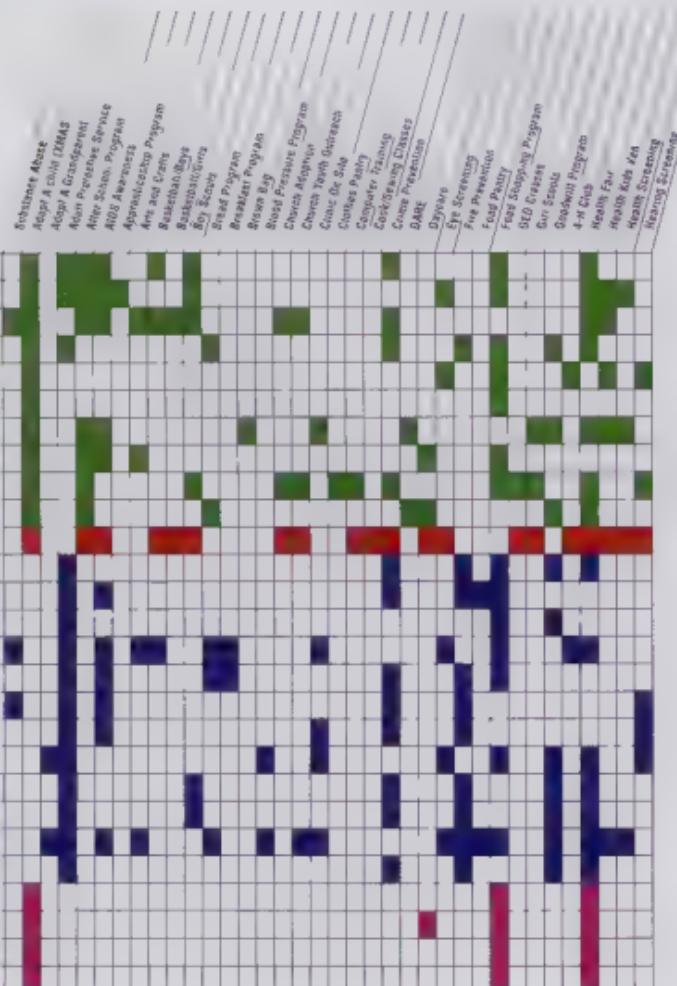


PHOTO COURTESY OF NHA

WPA Resident Initiatives Activity List

PROJECT # SITE

| | |
|--------------|-------------------------|
| N J 2 1 | Seth Boyden |
| N J 2 2 | Pennington Court |
| N J 2 5 | Baxter Terrace |
| N J 2 6 | Stephen Crane |
| N J 2 7 | Hyatt Court |
| N J 2 8 | Fel x Fuld |
| N u 2 9 | Torrell Homes |
| N u 2 10 | Kretschmer Homes |
| N u 2 11 | Wa sh Homes |
| N u 2 14 | Bradley Court |
| N J 2 15 | Stella Wright |
| N J 2 16 | Stephen Crane Elderly |
| N J 2 17 | Kretschmer Elderly |
| N J 2 18 | Hayes Elderly |
| N J 2 19E | Scudder Elderly |
| N J 2 21A | Kretschmer Elderly |
| N J 2 21E | Seth Boyden Elderly |
| N J 2 21F | Seth Boyden Elderly |
| N J 2 22B | Baxter Elderly |
| N J 2 22C | Stephen Crane Elderly |
| N J 2 22D | Stephen Crane Elderly |
| N J 2 25 | James C Wlita Manor |
| N J 8 1 | Branch Brook Park Manor |
| Scatter Site | South District |
| Scatter Site | Valley District |
| Scatter Site | West District |
| Scatter Site | North District |



NRA Residential Initiatives Activity List

| PROJECT # | SITE | Initiatives | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------------|-------------------------|-------------|--------|---------|----------------|---------------|-------------------|------------------|----|--------------------|-------------------|--------------------|-------------------------|-----------------|---------------------|----------------|---------------------|---------|-------------------------------|------------------------|------------------|------------------------|----------------|-------------|-----------------------------|-------------------------|--------------------|-------------------------------|------------|--------------------|---------------------|
| | | 1m Day | Kosher | Library | Literacy Aides | Local Program | Multisite: Cities | Multisite: Towns | Pw | Parade involvement | Petroleum Service | PPAC Energy Progrm | Recreational, Bus. Orgn | Sector Category | Share Housing Progs | Shops Programs | Summer Recreational | Save Up | Thanksgiving Outreach Program | Thanksgiving Wreathers | Training Program | Waste Reduction Progrm | Women Who Work | Youth Camps | YPAEP, Community Investment | Extreme Disposse, Local | Outreach, Learning | Partnerships/Extrn Activities | Penel. Gym | Signage, Rec. Area | Supportive Environd |
| N J 2-1 | Seth Boyden | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| N J 2-2 | Pennington Court | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| N J 2-5 | Baxter Terrace | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| N J 2-6 | Stephen Crane | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| N J 2-7 | Hyatt Court | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| N J 2-8 | Fel x Fuld | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| N J 2-9 | Torrel Homes | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| N J 2-10 | Krechmer Homes | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| N J 2-11 | walsh Homes | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| N J 2-14 | Bradley Court | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| N J 2-15 | Stell a Wright | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| N J 2-16 | Stephen Crane Elderly | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| N J 2-17 | Krechmer Elderly | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| N J 2-18 | Hayes Elderly | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| N J 2-19E | Scudder Elderly | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| N J 2-21A | Krechmer Elderly | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| N J 2-21E | Seth Boyden Elder y | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| N J 2-21F | Seth Boyden Elderly | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| N J 2-22B | Baxter Elderly | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| N J 2-22C | Stephen Crane Elderly | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| N J 2-22D | Stephen Crane Elderly | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| N J 2-25 | James C. White Manor | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| N J 8-1 | Branch Brook Park Manor | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Scatter Site | South District | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Scatter Site | Valley D strct | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Scatter Site | West District | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Scatter Site | North Distr ct | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Management Selection/Programmatic



Craig Ferguson (above) works on his computer while Sheila Brown (below) interviews a prospective resident.

"Not only do we plan to survive, but we will be in the forefront of the housing authorities in the 21st century"

Harold Lucas
Executive Director
Newark Housing Authority

Tenant selection placement unit has directed its efforts towards maximizing rentals and compliance with the Tenant Selection Assignment Plan (TSAP). The centralized placement unit established to increase efficiency and facilitate rental placement was reorganized with the designation of three coordinators and division of placement staff in order to promote the most effective results for the department.

Group orientations and visitation to townhouse units were initiated. Eligibility criteria for townhouses and screening procedures were established. Brochures describing neighborhood services were printed in English and Spanish and distributed during orientation sessions.

Documents and caring that the Newark Housing Authority is operated without discrimination, copies of the Tenant Selection Assignment Plan (TSAP), and transfer forms were distributed to all tenants. Notices in English and Spanish explaining the non-discrimination policy were presented during orientation.

Nearly 2,000 units have been rented in the past 24 months. As of October, the NHA under the Tenant Unit placed 29 Section 8 certificates and vouchers and serves as contract administrator for 9 Section 8 HUD-financed developments.

Outreach efforts for hard-to-rent efficiency apartments were initiated through mailings and telephone calls to 209 churches and 22 governmental agencies. Approximately 5,000 applications for public housing have been processed in the past 24 months.

The NHA received an allocation of 50 certificates for the Family Unification Program, and the Family Self Sufficiency Program continued to assist those families that had previously entered a contractual agreement with the Newark Housing Authority by providing personnel counseling and monitoring, service referrals, escrow account management and life skills training.



• Visiting Delegations



In addition to the Indonesian (below) group, the NHA also hosted representatives from the Philadelphia, Albany Housing Authority, and Pittsburgh Housing Authorities.

The national and international publicity on the extraordinary achievements of the Newark Housing Authority in the past four years has resulted not only in domestic housing authorities visiting the NHA to witness how we operate, but foreign delegations have also secured the NHA to observe its central office functions as well as its field operations.

For example, a delegation of 30 government officials from Indonesia was preceded by delegations from Japan, China and Russia, all of which came for a first hand look at what they saw as a model of public housing that might be replicated in their own respective countries.

PHOTO ESSAYS

African American Heritage Day Parade

Parade attendees wore African American shirts. Black marchers representing several family companies participated in the African American Heritage Day Parade.

Columbus Day Parade The NTEA sponsored the 1990 Columbus Day Parade in Akron, Ohio. This year's theme was "at their peak." All three perform the "Trombone" at a rehearsal for the parade.

Colombian Attire Several students from the Latin American Club dressed in traditional Colombian attire. The students were dressed in traditional clothing, including the vestido de rumba, which consists of a white blouse and a red sash. They also wore a sombrero, which is a wide-brimmed hat. The students were performing a traditional dance called the salsa.

Puerto Rican Day Parade The NTEA's Puerto Rican officers provided a colorful performance for spectators at the Puerto Rican Day Parade.

NTEA Executive Director Donald Linton accepted an award for his 25 years of service to the industry. The award was presented by the NTEA Foundation. The award was presented at a dinner in celebration of the 100th birthday of the NTEA Foundation.

The award was given to Donald Linton for his outstanding contributions to the industry. Donald Linton has been involved in the industry for over 25 years. He has made significant contributions to the industry, including his work in the development of the industry's first safety standards.

Young girls from the Young ladies of Newark, East Orange, Irvington and Union, New Jersey, along with NTEA officials, all performed in the 1990 County Housing Authority Pageant, which is open to young women between the ages of 16 and 21 who reside in any of the respective housing authorities. From left, Keena





some off program activities include golf, tennis, basketball, softball, bingo, softball, Major League baseball, and many other activities. Vendors, who are encouraged to bring their products to the event, are welcome to sell items such as jewelry, art, crafts, and more. The NHA Health Fair invites fair participants to receive 30 minutes of personal fitness workshops including tips and techniques to reduce cholesterol, stress management, and more. The NHA Health Fair is open to all individuals, families, and individuals throughout the community.



The singers at Hyatt Court display their jingle bell ringers in front of a piano. Many new and varied activities include aapple bobbing, a fun scavenger hunt, an onion peeling competition, and a pie eating contest.

Combined Balance Sheets

At March 31, 1996 and 1995

| ASSETS | March 31, 1996 | March 31, 1995 |
|--|------------------------|----------------------|
| Cash | \$10,730,123 | \$11,400,463 |
| HUD Annual contributions receivable and other debt amortization fund | 5,149,667 | 7,163,201 |
| Accounts receivable: | | |
| HUD | 2,275,024 | 18,624,488 |
| Tenants | 1,625,307 | 1,586,427 |
| Other | 2,867,393 | 1,497,330 |
| Investments | 37,656,729 | 14,555,981 |
| Funds held by fiscal agents | 32,597 | 30,657 |
| Inventory | 1,602,495 | 1,193,322 |
| Prepaid expenses and deferred charges | 148,432 | 689,739 |
| Development and projects costs and land, structures and equipment | 941,697,272 | 843,257,345 |
| TOTAL ASSETS | \$1,003,785,039 | \$899,998,953 |
| LIABILITIES AND CAPITAL | | |
| Accounts payable: | | |
| Hud | \$653,414 | 301,366 |
| Vendors | 3,103,583 | 1,948,495 |
| Other | 3,295,334 | 3,252,309 |
| Accrued liabilities | 12,911,791 | 9,822,381 |
| Deferred credits | 1,345,397 | 155,772 |
| Fixed liabilities | 254,168,096 | 203,294,592 |
| TOTAL LIABILITIES | 275,477,615 | 218,774,915 |
| CAPITAL | 728,307,424 | 681,224,038 |
| TOTAL LIABILITIES AND CAPITAL | \$1,003,785,039 | \$899,998,953 |



NHA Commissioners



Rolando Velazquez



Doris McCray-Crank



Terry L. Pringle-Khalif



Gloria L. Cartwright



Ida Clark



Lynell Robinson



Zinnerford Smith

Board of Commissioners

Rolando Velazquez, *Chairman*

Doris McCray-Crank, *Vice Chairwoman*

Terry L. Pringle-Khalif, *Treasurer*

Gloria L. Cartwright

Ida Clark

Lynell Robinson

Zinnerford Smith

Administrative Staff

Harold Lucas, *Executive Director*

Johnson Abraham, *Assistant Executive Director, Administration*

Robert Graham, *Assistant Executive Director, Programs*
Frank Armour, *General Counsel*

Shaye Araomi, *Director, Finance*

Gregory Robinson, *Director, Housing Management*

Joseph Bianco, *Director, Redevelopment*

Donald Moore, *Director, Modernization*

Joseph Menella, *Director, Personnel*

Harry Robinson, *Director, Public Information*

Vernita Sias-Hill, *Director, Administration*



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